



Cluster Collaboration Labs

@Clusters\_EU





# WELCOME TO THE C2LAB





An abstract logo composed of several blue geometric shapes, including triangles and parallelograms, arranged in a dynamic, overlapping pattern.

# CLUSTERS MEET REGIONS

Skåne • Sweden ★  
June 15-16, 2023



## EVENT LOGISTICS: WHO, WHAT, WHEN

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### Clusters meet Regions:

### Accelerating the twin transition - Skåne's secret sauce

- Date/time: June 15-16, 2023
- Location: Skåne • Malmö & Lund
- Coordinator: Clusters of Sweden

The event will be carried out in close collaboration with supporting cluster organisations, authorities, research institutions and science parks at regional, national and European levels.



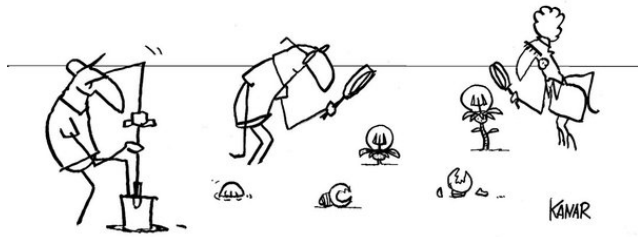




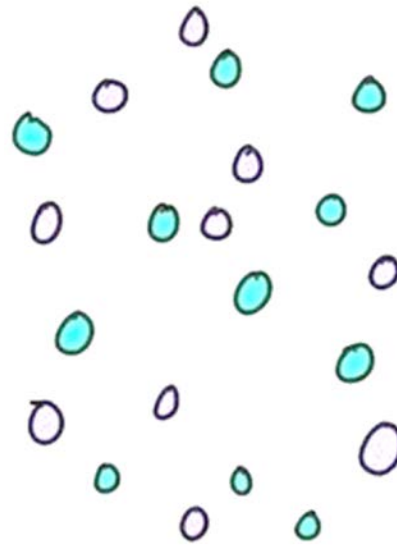
# C2LAB: IDEA AND METHODOLOGY



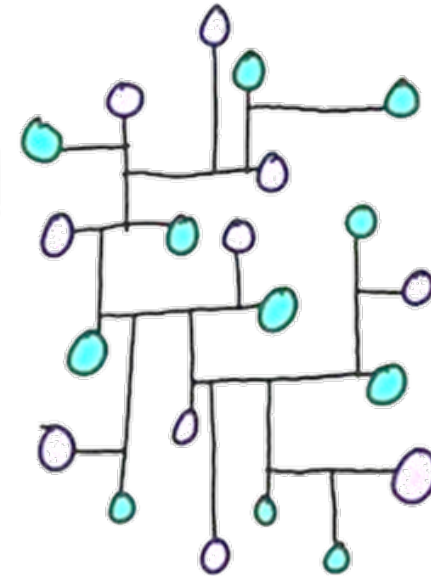
# Actors, Roles, Resources, Relations and Project Creation Methodology



Actors and Roles



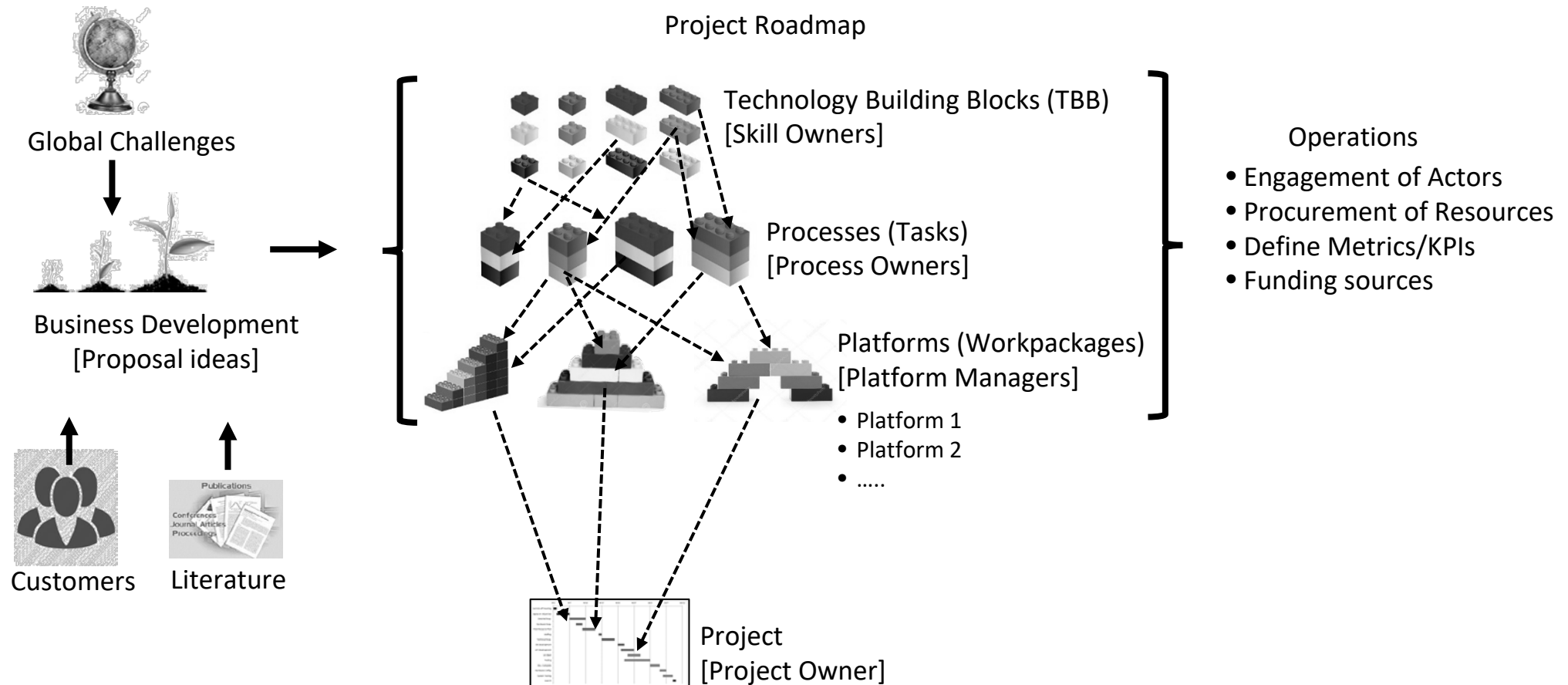
Resources  
(aka "Data")



Relations  
(aka "Knowledge")



# Project Creation Methodology



# INSPIRATIONAL TALKS ON INVESTMENT

Martin Backlund, Business Development Manager, Tech - Invest Skåne



# Welcome to Skåne

the southernmost part of Sweden

**invest in skåne**  
part of business region skåne



# Martin Backlund

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- Business Developer Tech, Invest in Skåne
- Member I IRIS Core Team
- Entrepreneur and Business Owner





@ Apelöga

# Let us help you do business in Skåne

We are Invest in Skåne, the official trade and investment promotion agency for the southernmost part of Sweden.

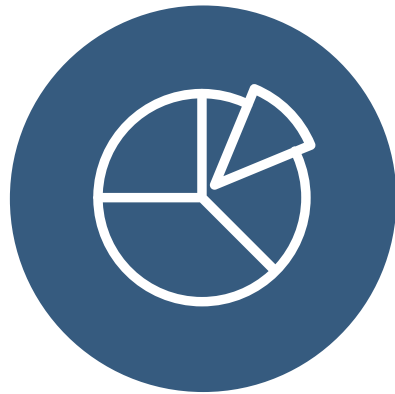
We help international companies invest and expand in the region, and local companies find international partnerships and grow global sales. All our services are free of charge.

# Invest in Skåne's services

Our investment promotion services



**Establishment  
services**



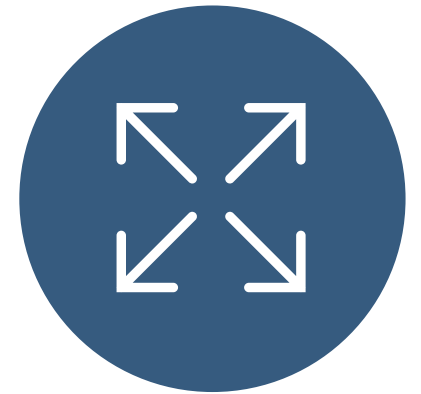
**Market and industry  
opportunities**



**Innovation and  
talent scouting**



**Site selection**



**Expansion services**





# IRIS

Investment Readiness In Skåne



almi

connect  
SVERIGE



invest in skåne

SKÅNE  
STARTUPS

IRIS - Riskkapital i Skåne – recovery and transformation is a project funded by the European Regional Development Fund React EU. The partners are Almi Företagspartner Skåne, Invest in Skåne, Connect Sverige – Region Syd and Skåne Startups.

The purpose of the project is to create good conditions for an increased number of sustainable investments in start-ups and scale-up companies in Skåne and develop common processes and models to improve conditions for capital investments to contribute to a fast recovery and transformation after Covid 19.





# Agenda...

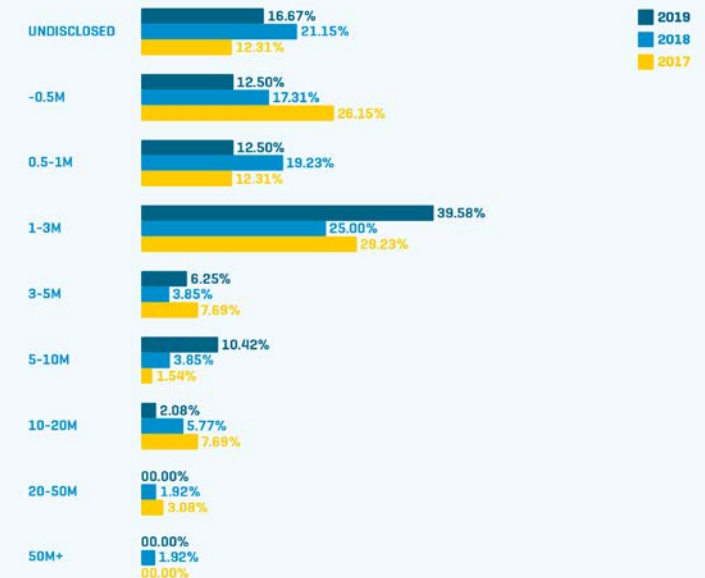
- Background
- The IRIS Project
- The organizations and their focus
- Target Sources for Capital
- Working together
- Findings so far
- The Drop
- Q&A

# IRIS - Background

- Since 2019 the number of investments has gone down but the amount invested has gone up – Fewer small companies are getting invested in.
- Covid-19 did not help either....
- IRIS formed by 4 local organizations to apply for funds from European Regional Development Fund, REACT EU to kick-start recovery and sustainable transformation.

## THE SKÅNE INVESTMENT INFOGRAPHIC 2019/2020

### EARLY-STAGE INVESTMENTS HAVE CONTINUED TO INCREASE IN SIZE



Rounds under \$1 million now make up less of the investment rounds, whereas the proportion of rounds happening between \$1-3 million has dramatically increased.

ALL OF THE DATA PRESENTED IN THIS INFOGRAPHIC IS FROM THE PROPRIETARY DATASET OF THE NORDIC WEB

PRODUCED BY: **invest in skåne**  
NORDIC BUSINESS DEVELOPMENT

THE NORDIC WEB

GRAPHICS BY: **NVA**



# The IRIS Project

- 4 organisations: Connect, Skåne Startup, ALMI, Invest in Skåne
- 1 Event: The Drop, a climate tech conference
- Raise the level of awareness and knowledge in companies looking for capital
- Raise level of awareness and knowledge among local investors
- Market Skåne internationally as an investment location
- Build a platform for match making
- Leave a "lasting structure" for VC in Skåne, still TBD

# The Organizations and their focus

- ALMI: Works with different types of financial support and loans for young companies. Government backed. Coaching and training of Skåne based startups through courses and training programs
- Connect Syd: Local investor network of business angels. Coaching and training of investors and startups
- Skåne Startups: Coaching and training of the youngest startups
- Invest in Skåne: Public Investment promotion agency. Internationalization and marketing Skåne based scale-ups to international investors



# Target sources for capital

- Local Business Angels: We are pretty good at investing in pre-Seed and Seed in Skåne. There are many entrepreneurs and former entrepreneurs that "give back" by investing in Startups. Usually rounds of less than 3 MSEK
- Family Offices: Family groups with capital investing, usually in verticals that interest them
- Corporate VC: Many companies use VC to gain insight and knowledge into new ideas and innovation. Both local and international.
- International VC: Usually want large rounds 30 MSEK and up.
- Death Valley: 10-30 MSEK.....

# Working together

- Each organization has a piece of the puzzle – creating a "Value Chain"
  - Skåne Startups coach young companies
  - Connect coach start-ups/scale-ups
  - Almi works with loans and coaching for growing companies
  - Invest in Skåne works with companies for internationalization and international events.



# Findings so far

- The ekosystem is vast in Skåne – Somewhat difficult to reach companies. However we are reaching project goals for number of companies, number of training sessions, number of events.
- Platform: Dealroom. Dealroom is procured by Tillväxtverket to track investment in Sweden. We have tried it out for tracking investment in Skåne and found the data somewhat unreliable. It also has a lag and only describes historical facts, not who is looking for investment. New platform under evaluation.
- Investment is very much depending on global financial conditions.....
- Getting investment is a contact sport – the personal meetings between start-up and investor are key – we need to act to create as many meetings as possible.

# The Drop

- The Drop is a ClimateTech startup event organized by the IRIS Project in cooperation with the local VC fund Pale Blue Dot that attracts investors from across the globe to look at Swedish startups with impact in sustainable transformation. Funded for 2 years, should then live on its own merits.

7  
SEP  
2023

The  
BIG  
STEP

Brought to you by



EUROPEAN UNION  
European Regional  
Development Fund

IRIS

Investment Readiness In Skåne

almi

invest in skåne  
part of business region skåne

connect  
SVERIGE

SKÅNE  
STARTUPS



event in skåne  
part of business region skåne





## Connect with us!

If you want to invest or do business in Skåne, please visit [www.investinskane.com](http://www.investinskane.com) or contact us for more information.



[Linkedin](#)



[Facebook](#)



[Twitter](#)



[Youtube](#)



# Thank you!

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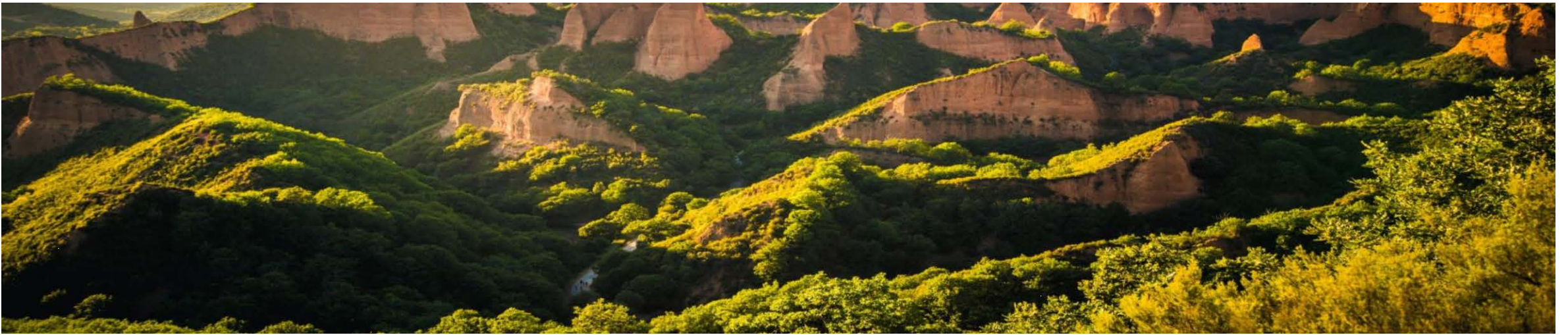
M: [martin.backlund@skane.se](mailto:martin.backlund@skane.se)



# INSPIRATIONAL TALKS ON INVESTMENT

Santiago Cuesta López, Managing Director, Iberian Sustainable Mining Cluster





- Dr. Dr. H.C. Santiago Cuesta López
- ISMC Cluster & ICAMCYL Foundation
- Director General

*“Promoting abiotic and biotic Raw Materials through investments”*



## The New European Innovation Agenda



© EU 2023

## What is the New European Innovation Agenda?

Innovation, and in particular its new wave of deep-tech innovation, is the European reply to bring down greenhouse gas emissions, to make our economies more digital and to guarantee Europe's food, energy and raw materials security.

The [New European Innovation Agenda](#) <sup>EN</sup>, adopted on 5 July 2022, aims to position Europe at the forefront of the new wave of deep tech innovation and start-ups. It will help Europe to develop new technologies to address the most pressing societal challenges, and to bring them on the market. Europe wants to be the place where the best talent work hand in hand with the best companies and where deep tech innovation thrives and creates breakthrough innovative solutions across the continent.

The New European Innovation Agenda will:

- **improve access to finance** for European start-ups and scale-ups, for example, by mobilising untapped sources of private capital and simplifying listing rules
- improve the conditions to allow innovators to experiment with new ideas through **regulatory sandboxes**
- help create “**regional innovation valleys**” that will strengthen and better connect innovation players through Europe, including in regions lagging behind
- attract and retain talent in Europe, for example by training **1 million deep tech talents**, increasing support for women innovators and innovating with start-up employees' stock option
- improve the policy framework through clearer terminology, indicators and data sets, as well as **policy support to Member States**

## Flagships

The New European Innovation Agenda focuses on five flagships:

- **Funding Scale-Ups** will mobilise institutional and other private investors in Europe to invest in, and benefit from the scaling of European deep-tech start-ups.
- **Enabling innovation through experimentation spaces and public procurement** will facilitate innovation through improved framework conditions including experimental approaches to regulation (e.g. regulatory sandboxes, test beds, living labs and innovation procurement).
- **Accelerating and strengthening innovation in European Innovation Ecosystems across the EU and addressing the innovation divide** will support the creation of regional innovation valleys and help Member States and regions direct at least €10 billion to concrete interregional innovation projects, including in deep-tech innovation for key EU priorities. It will also support Member States to foster innovation in all regions through the integrated use of cohesion policy and Horizon Europe instruments.
- **Fostering, attracting and retaining talents** will ensure the development and flow of essential deep tech talents in and to the EU through a series of initiatives including an innovation intern scheme for startups and scale-ups, an EU talent pool to help startups and innovative businesses find non-EU talent, a women entrepreneurship and leadership scheme and a pioneering work on startup employees' stock options.
- **Improving policy making tools** will be the key for development and use of robust, comparable data sets and a shared definitions (startups, scale-up) that can inform policies at all levels across the EU and for ensuring better policy coordination at the European level through the European Innovation Council Forum.



# Regional Clusters for Innovation

**Regional Clusters** consist of co-located and linked

- Regional Authorities
- Academia and RTD Institutes
- Industries
- Financial Organizations
- Institutions for Collaboration
- **Competence Centers**



**Regional Clusters** are sources of innovation and wealth since they

- facilitate the development of *common visions* and thus contribute to achievement of *common goals*
- enhance the *competitiveness* of participating firms through the rapid *diffusion of knowledge and expertise*
- facilitate *innovations* and bring them to *market maturity*
- represent an efficient instrument for the *concentration of resources*
- act as a bridge-head in promoting *interregional collaboration* and research-industry *networking*

COMPETENCE CENTER IN SYNERGY WITH REGIONAL CLUSTERS  
Innovation, Technology Transfer and Knowledge-based Business

regional hub for the valorization of research results  
promotion of innovation and technology transfer



in-house technical, financial, business and marketing consultancy  
management of national and international joint R&D programs

high level training and education on managerial and entrepreneurial issues



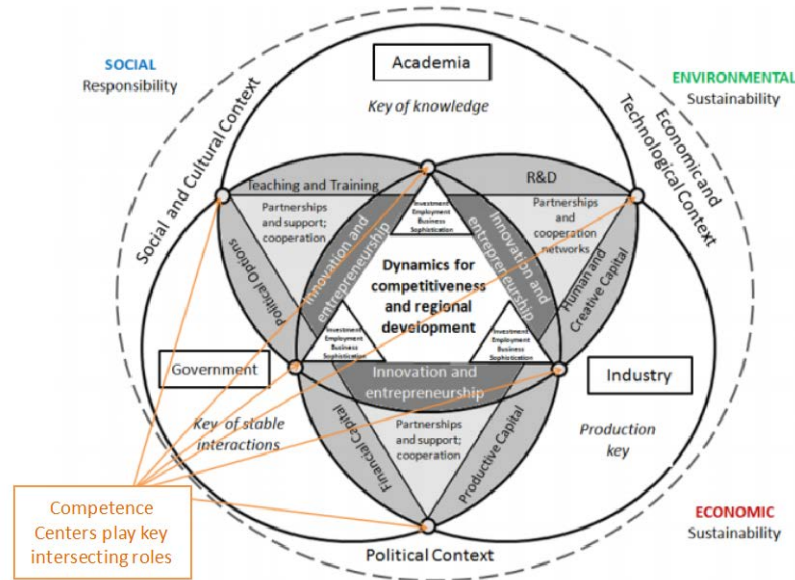
promotion of investments in technology-oriented business  
promotion of technology clusters and of national and international partnerships and business networks

facilitated access to regional, national and international funds for RTD and innovation development



common image promotion and communication

Offering key innovation and technical services to local industry



- **the OBJECTIVE:** To improve the access of SMEs to technology and expertise providing close-to-market technology services

“the Quadruple Helix contextualizes the TH by adding as the fourth helix “civil society” and the “media- and culture-based public.” This is the understanding that additional perspectives must be added to comprehend innovation in the unfolding twenty-first century. In fact, democracy frames and changes our conditions of innovation. The TH is not really sensitive enough for this democratic additionality, whereas the Quadruple Helix reflects on this” (Woo Park, 2014). This perspective allows territories to follow non- traditional innovation paths, such as those related to non- technological improvements, service creation and creativity exploitation. It also allows moving towards ‘open innovation’, where innovation becomes a process inclusive of “all stakeholders as active players in jointly creating and experimenting in the new ways of doing things and creating new services and products” (EC, 2015).

Elements	Definition
4 helices	<ul style="list-style-type: none"> <li>○ University</li> <li>○ Government</li> <li>○ Industry</li> <li>○ Civil Society</li> </ul>
4 components	<ul style="list-style-type: none"> <li>○ R&amp;D performers</li> <li>○ Non-R&amp;D performers</li> <li>○ Hybrid institutions or organisations</li> <li>○ Informal groups of users that may interact in exchanging knowledge and creating innovation</li> </ul>
2 contextual hypotheses	<ul style="list-style-type: none"> <li>○ Democracy and social inclusion</li> <li>○ Pervasiveness of ICT in each one of the four helices</li> </ul>
2 knowledge types	<ul style="list-style-type: none"> <li>○ Science/technology-based knowledge</li> <li>○ Creativity-based knowledge</li> </ul>
1 innovation objective	Regional development and growth



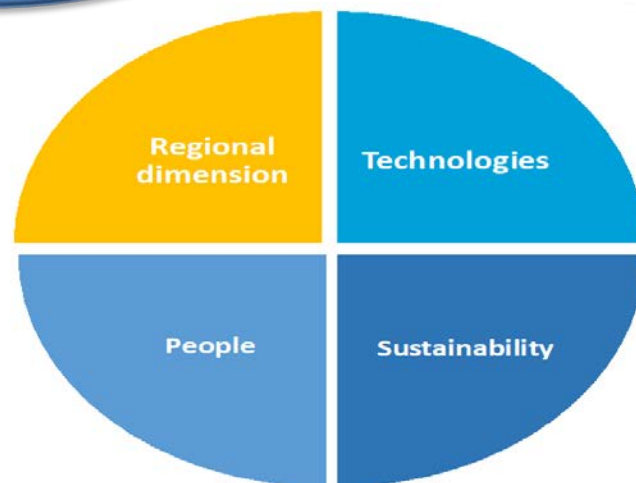
Ecosystems are dynamic and co-evolving communities of diverse actors who create new value through increasingly productive and sophisticated models of both collaboration and competition



Properly designed business platforms can help create and capture new economic value and scale the potential for learning across entire ecosystems.

Regional Innovation ecosystems as pillars of Industrial development

Reinforce Human Capital, Skills and Cluster policy for Industrial development



Focus on Industrial uptake of Enabling Technologies , invest in pilot plants & demonstrators

Use the “challenge approach” to combine industrial development and sustainability

Interregional investment & innovation ecosystem to ensure sustainable supply or RM

SUCCESS ELEMENTS IN OUR INNOVATION ECOSYSTEM

# Challenge & Expected Impact



## **Challenge:**

Less developed regions are facing different challenges and obstacles linked to innovation building & diffusion.

## **Expected Impact:**

Increase of the capacities of less developed regions to deliver concrete interregional innovation investments within EU value chains.

# Interregional Innovation Investment - I3 Instrument

2 calls, 3 topics

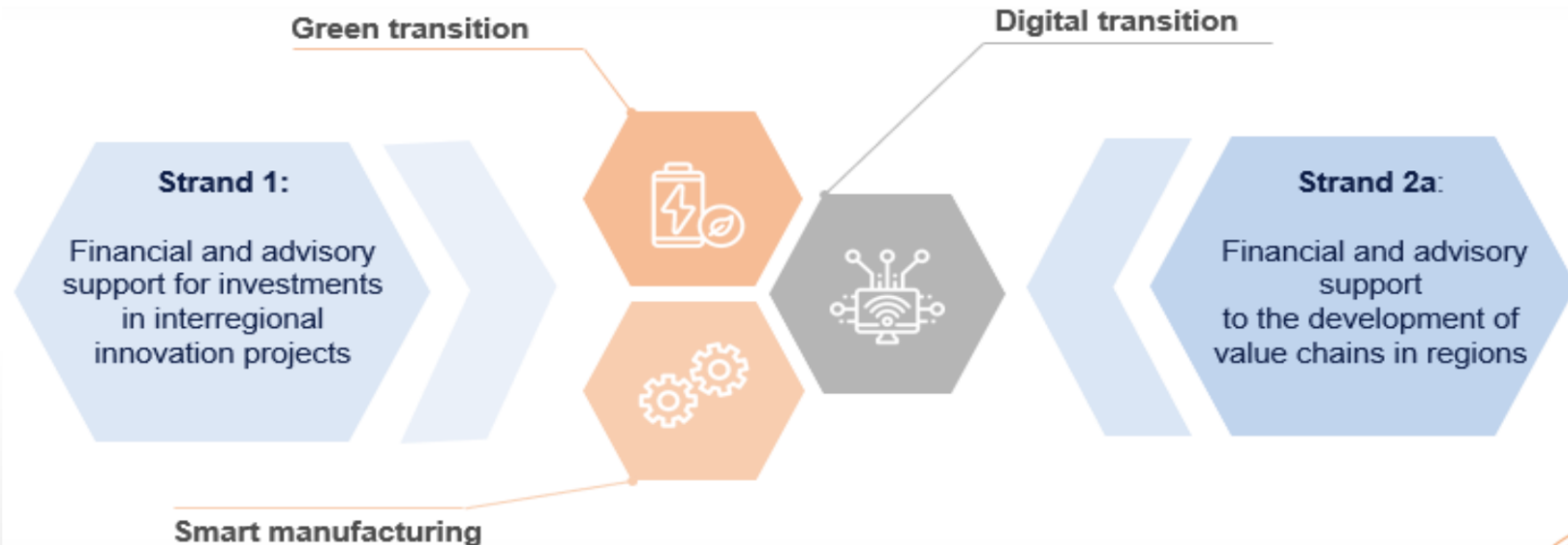
## General Objectives

- Strong cohesion dimension
- Linkages between EU regions

### Strand 2b

Capacity building in less developed regions

- Capacities for Strand 1 & 2a participation
- Interregional cooperation to share good practices, experiment new approaches



<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/projects-results;programCode=I3>



# 13 thematic areas and strands

## THEMATIC AREAS



**DIGITAL  
TRANSITION**



**GREEN  
TRANSITION**



**SMART  
MANU-  
FACTURING**

## STRANDS

**Strand 1** | support for investments in interregional innovation projects in shared smart specialisation areas

**Strand 2a** | support for investments in interregional innovation projects for the development of value chains in less developed regions

**Strand 2b** | Capacity building for the development of value chains in less developed regions

Technical assistance & experimentation

**€ 570 million**





March 2023

## SECURING CRITICAL RAW MATERIALS IN THE EU

The role of trade and external actions

 To become a net-zero economy, the EU needs Critical Raw Materials (CRMs). The EU will never be self-sufficient in CRMs and will continue to rely largely on imports. Therefore, in addition to making the most of its own CRM reserves and enhancing circularity, the EU needs to strengthen its global engagement to develop win-win partnerships with reliable partners. Here's how<sup>1</sup>.



### CRM Club

Establish a raw materials alliance with partners to strengthen supply chains and diversify sourcing.



### Strategic Partnerships on Raw Materials

Expand our network of strategic raw materials partnerships.



### Trade and Investment Agreements

Leverage and expand our trade agreements as regards raw materials extraction, processing and trade.



### Global Gateway

Support critical raw material supply projects, including on infrastructure, connectivity and sustainability.



### Enforcing Trade Rules

Continue to combat unfair trade practices, especially when they concern trade investment in or access to critical raw materials.

Press release | 16 March 2023 | Brussels

## Critical Raw Materials: ensuring secure and sustainable supply chains for EU's green and digital future



## European Critical Raw Materials Act

2030 benchmarks for strategic raw materials:



### EU EXTRACTION

At least **10%** of the EU's annual consumption for extraction



### EU PROCESSING

At least **40%** of the EU's annual consumption for processing



### EU RECYCLING

At least **15%** of the EU's annual consumption for recycling



### EXTERNAL SOURCES

Not more than **65%** of the EU's annual consumption of **each strategic raw material at any relevant stage of processing** from a single third country





## Rare Earths



- **Net-zero use includes:**  
wind turbines
- **Projected increase in global demand:**  
**x5.5 by 2050**
- **Foreseen EU trade action:**
  - Strategic raw materials partnerships with countries with important reserves
  - Pursue predictable legal frameworks for trade and investment in rare earths with Australia
  - Support investment in rare earth mining/processing in Ukraine



## Nickel



- **Net-zero use includes:**  
batteries
- **Projected increase in global demand:**  
**x15 by 2040**
- **Foreseen EU trade action:**
  - Boost trade and investment through trade agreements with Australia and Indonesia
  - Support creation of sustainable processing capacities in Indonesia
  - Support regional environmental infrastructure

# EU TRADE ACTIONS FOR CRITICAL RAW MATERIALS SUPPLY\*



## Lithium



- **Net-zero use includes:**  
electrical vehicles
- **Projected increase in global demand:**  
**x57 in 2050**
- **Foreseen EU trade action:**
  - Special focus on raw materials in trade agreements in Latin America
  - Strategic raw materials partnerships with countries with important reserves



## Platinum Group Metals



- **Net-zero use includes:**  
hydrogen fuel cells
- **Projected increase in global demand:**  
**x970 in 2050**
- **Foreseen EU trade action:**
  - Work with South Africa for more predictable legal environment for trade and investment
  - Strategic raw materials partnership with countries with important reserves
  - Support investments in South African energy infrastructure

\*Source: JRC Science for Policy Report Supply chain analysis and material demand forecast in strategic technologies and sectors in the EU – A foresight study



# Investments and global plan

Interregional investment meta HUB & global innovation valley ecosystem to ensure sustainable supply of RM to EU Industry

## I3/Innovation valleys INVESTMENT PLATFORM STRATEGY

- DEFINE PROJECTS AND LOCATIONS
- TECHNOLOGY TRANSFER DEFINITIONS

- ANALYSIS OF CANDIDATE LOCATIONS IN CONNECTION TO INVESTMENT OPTIONS (PUBLIC AND/OR PRIVATE)

- EVALUATE AND SELECT
- START NEGOTIATIONS (REGIONAL GOVERNMENTS / PRIVATE INVESTORS)

## PRIVATE INVESTMENT & MANAGEMENT MEMBER STATE STOCKPILING PLATFORM

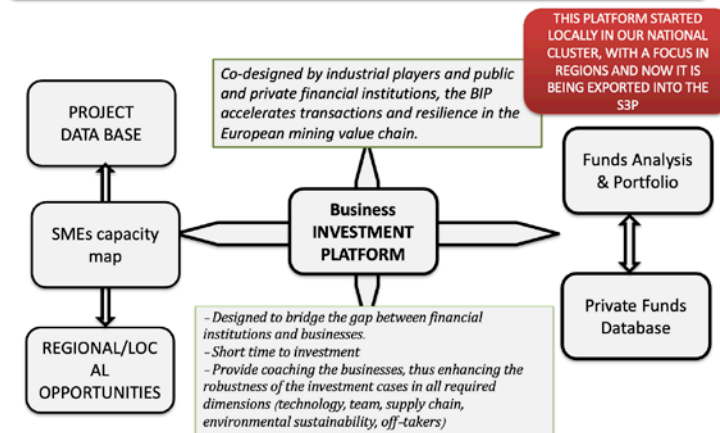
- DISTRIBUTED PLATFORM
- LOCATIONS DEFINED BY DEPOSITS AND STRATEGIC HARBORS

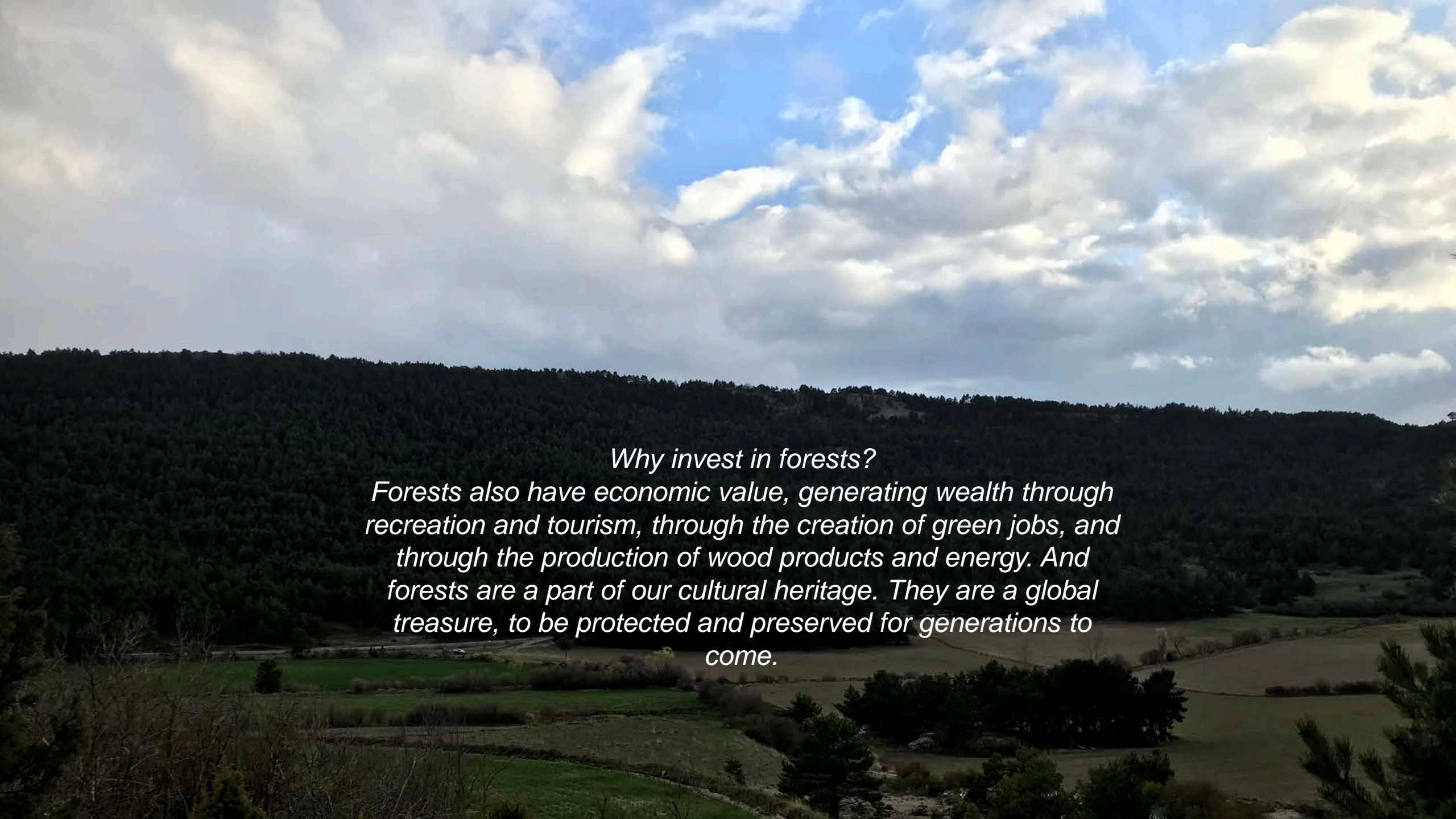
- MEMBER STATE ANALYSIS & REQUEST OF ORDERS
- FLUX & TRADING
- DUMPING CONTROL

- PUBLIC-PRIVATE PARTNERSHIP
- LINKED TO INVESTMENT STRATEGY AND NEW PROJECTS DISCOVERY

Properly designed business platforms can help create and capture new economic value and scale the potential for learning across entire ecosystems.

INVESTMENT IN MINING – RAW MATERIALS PROJECTS FOR ANY VALUE CHAIN REQUIRES A DIFFERENT STRATEGY AND TEMPO. i.e. PERMITS / RAISING CAPITAL / SLO

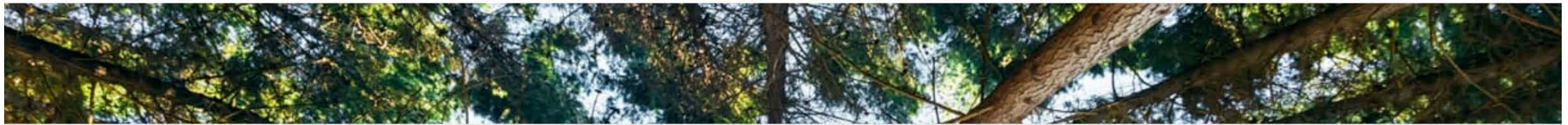


A landscape photograph showing a dense forest covering a hillside. The sky is filled with large, white, fluffy clouds against a blue background. In the foreground, there are green fields and some trees, including a prominent evergreen on the right.

*Why invest in forests?*

*Forests also have economic value, generating wealth through recreation and tourism, through the creation of green jobs, and through the production of wood products and energy. And forests are a part of our cultural heritage. They are a global treasure, to be protected and preserved for generations to come.*





## Why invest in forestry

[Home](#) / [Why invest in forestry](#)

Investment is about creating wealth. To achieve this you have to grow your capital at a rate faster than inflation. There are a number of opportunities available to you and each one carries certain risks in exchange for promised returns.

Then there is forestry.

The significant difference with a forestry investment is that it's *real*. We literally grow your wealth for you.

### Forestry is sustainable

Wood is good. It is a renewable resource and a carbon sink, sequestering and locking in carbon throughout its life. The role that forests play in countering the effects of climate change have never been so important as they are today. And aside from its economic benefits, wood feels good and it has high utilitarian, social and environmental value.

**+** **Forestry and the Environment**

### Forestry is tangible

Forestry is one of very few tangible investments. A tree is a solid living thing which you can touch and experience. Trees can't be moved or be stolen; they are always there. You can visit your forest and will always be surprised how much your trees have grown.

**+** **Natural Growth**

**+** **Reassuringly Solid**

### Forestry is profitable

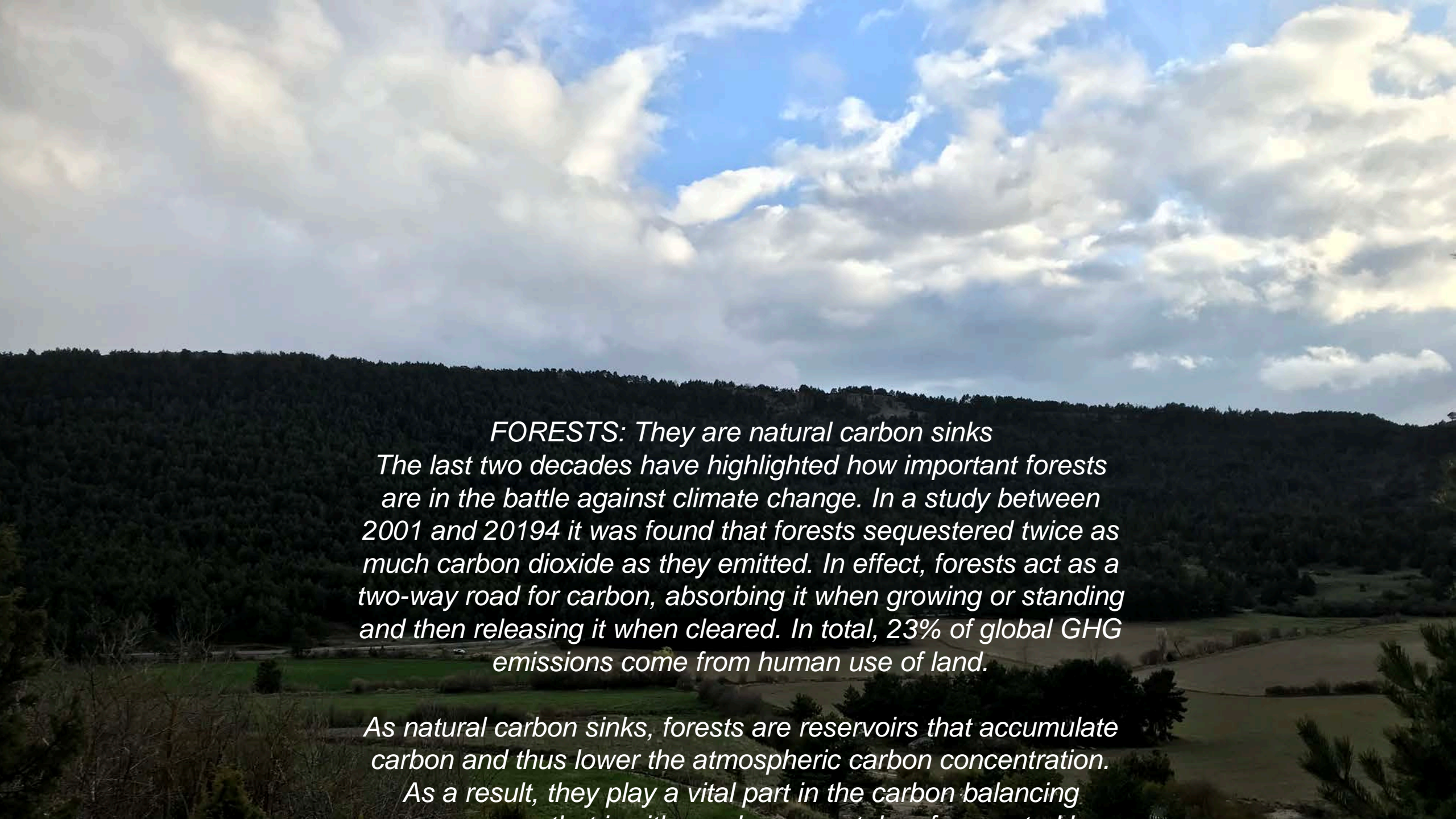
The natural growth of a forest as a crop requires little manipulation to realise its value. It keeps growing in value, literally. Combine this with skilful interventions of an experienced forest manager and profitability is maximised.

**+** **Affordable**

**+** **Tax Deductible**

**+** **Returns**

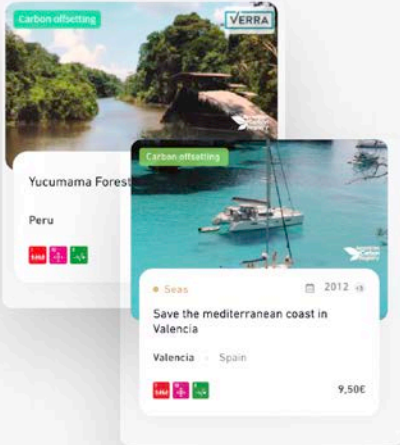




*FORESTS: They are natural carbon sinks*  
*The last two decades have highlighted how important forests are in the battle against climate change. In a study between 2001 and 2019 it was found that forests sequestered twice as much carbon dioxide as they emitted. In effect, forests act as a two-way road for carbon, absorbing it when growing or standing and then releasing it when cleared. In total, 23% of global GHG emissions come from human use of land.*

*As natural carbon sinks, forests are reservoirs that accumulate carbon and thus lower the atmospheric carbon concentration. As a result, they play a vital part in the carbon balancing*

# TRADING & MERGING SCALES



## ClimateTrade's Key Values

### ✕ Transparency and traceability

All our carbon mitigation projects are certified, and we use blockchain technology to make offsetting transactions public and traceable, allowing you and your customers to achieve verified emissions reduction

### ✕ Great offer of verified projects

We have plenty of projects to choose from, featuring different offsetting methods, standards, locations, SDG contributions, etc. So you can choose to contribute to the causes you care most about.

### 📄 The right solution for each need

Each of us have different needs and circumstances, and that means we require different ways to take climate action. Our portfolio of solutions allows you to find what is best for you.

### 👤 Expert advice, trusted by global brands



The marketplace where you can buy carbon credits to offset your emissions, without intermediaries and with total transparency thanks to Blockchain technology.

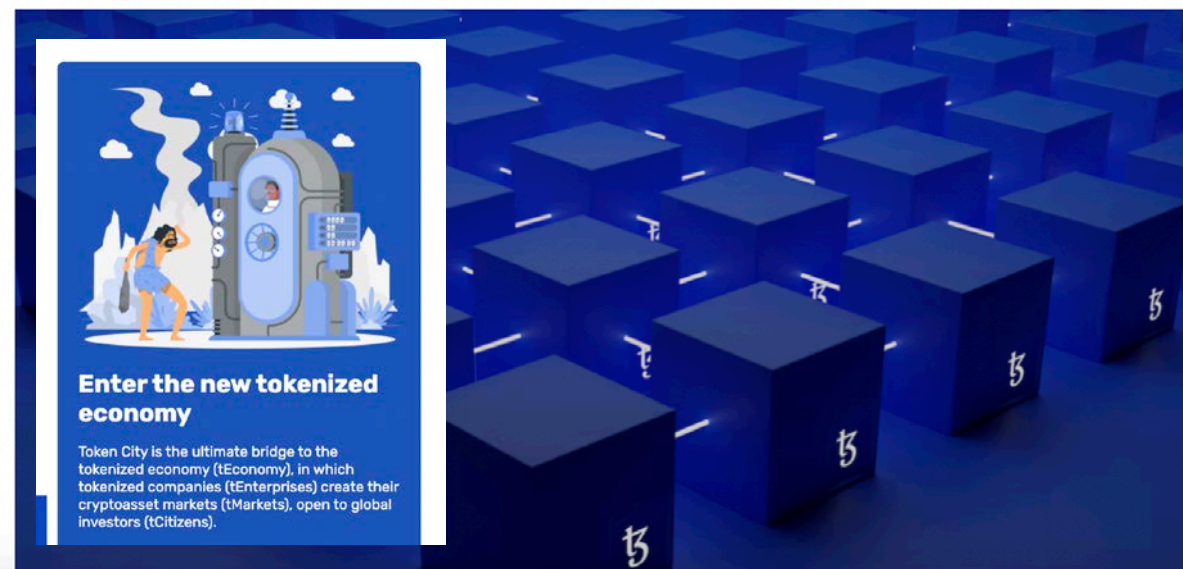


# The golden era of intermediaries is coming to an end

Trust and information are the building blocks of financial services. To guarantee trust, we have come to rely on financial intermediaries who preserve the accuracy of records related to ownership, liabilities and conditions across different, segregated ledgers that are disconnected from the communication channels they use. Such a siloed system requires a significant amount of coordination to harmonize the various ledgers and finalize transactions. This is why it is not uncommon for securities transactions to take days to settle.

Blockchain has the capacity to solve these inefficiencies by providing transactional and ownership details on one shared ledger. For this reason, [interest in the use of tokens](#) as digital versions of securities is increasing significantly. Financial institutions can achieve additional efficiency by eliminating intermediaries through the use of blockchain technology and smart contracts, enabling efficient trading and finalization of securities in the form of digital tokens.

This leads to the Institutional DeFi, which refers to the use of DeFi protocols in association with tokenized securities, incorporating safeguards to ensure the financial integrity, regulatory compliance, and customer protection that underlay the traditional financial system. To be clear, this is not about crypto DeFi, but about the integration of DeFi innovations in the financial system.



Larry Fink, the CEO of BlackRock, the world's largest asset management firm with \$10 trillion in assets under management, recently published his [annual letter](#) to investors, covering the issues affecting the global economy, including climate change, the war in Ukraine or the historically low birth rates, as well as what he sees as the best opportunities. Among these, he dedicated a section specifically to token assets, also called digital assets.

## The tokenized infrastructure potential

Fink alluded to the potential he sees in the asset management industry. In particular, he said, "the tokenization of asset classes offers the prospect of driving efficiencies in capital markets, shortening value chains, and improving cost and access for investors". He then went on to emphasize the interest the company has in tokenizing stocks and bonds.

Asset tokenization refers to the process of converting real-world assets into digital tokens on a blockchain, therefore making them more accessible and liquid. This process has the potential to transform traditional financial markets by offering increased transparency, cost efficiency, speed and security.



# JOIN VENTURING WITH THE BIG ONES



[ABOUT US](#)

[REAL ASSETS](#)

[SUSTAINABILITY](#)

[CAREER](#)

[DE](#) | [EN](#)

forestry investments

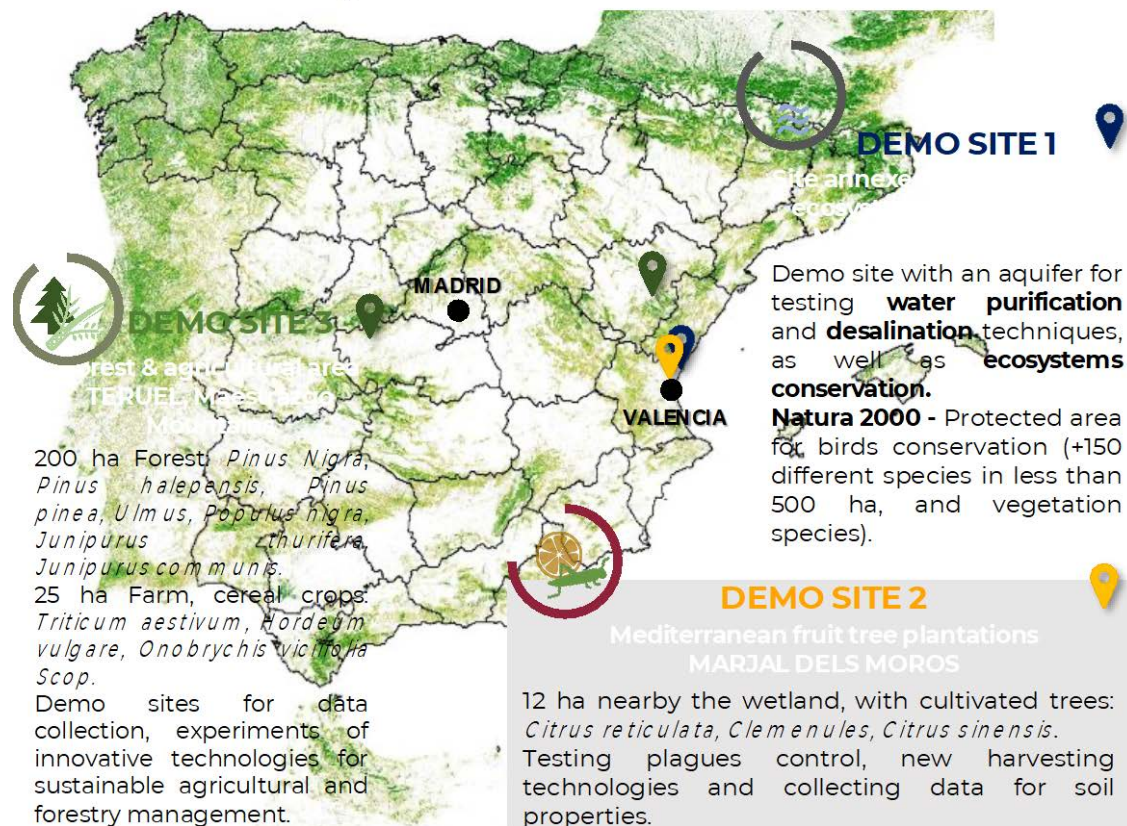
## LAND USE & CARBON FORESTRY

Active management for sustainable certified investments



## Agriculture | Forest | Water

Ownership of **3 demo sites** for data collection & testing new technologies & innovative sustainable solutions.



### DEMO SITE 3 | 3 Targeted Areas



# CREATING A TEST-BED POLE

## TECHNOLOGY FACILITATES INVESTMENT



Wetland sharing ecosystem with NATURA 2000



Mediterranean fruit tree plantation



Maestrazgo Mountains Forest and Farm pilot

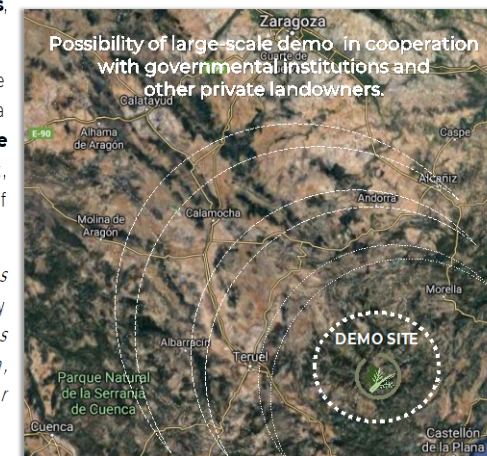
## FORESTRY, AGRICULTURE AND LIVESTOCK

### A DEDICATED DEMONSTRATION SITE



DEMO SITE 3

- **Demonstration site** located in the **Maestrazgo Mountains**, average altitude of about 1,500 m.
- **Mediterranean forest**, **200 ha**, with the possibility to be extended up to a **much larger surface (> 15.000 ha)** having a **direct contact with other major private forest owners and the main governmental authorities**, i.e. Aragón government, municipalities of Teruel, and SARGA (Aragón society of environmental management).
- Rich wet subsoil, diverse forest species (*Pinus nigra*, *Pinus halepensis*, *Pinus pinea*, *Ulmus*, *Populus nigra*), mycology (*Lactarius deliciosus*, *Tricholoma terreum*, *Arasmius oreades*), scrubland (*Juniperus communis*, *Prunus spinosa*, *Rosa micrantha*), and other vegetation and tubercles (*Tuber melanosporum*).

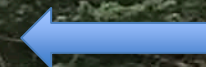




# Thank you for your attention



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# WORKING GROUPS

## Synergies and opportunities among the participants

- What is the **business and technological mission** of each organisation?
- What are the **challenges** that you would like to address?
- What is a **common objective** for all the organisations (operational goals)?  
What do you want to **achieve**?

## Analysis of options

- What are the **different options** to achieve the common goal?

## Evaluation and selection

- Assess the **feasibility** of the best options according to needs, skills, and resources.
- Select the preferred option, taking into account the **strategic, financial and societal value** created and the risks.
- **Financial** projection: What do you need and how do you want to fund the project?

## Implementation strategy

- Determine the **activities** to achieve the business objectives.
- Determine the **resources and involvement** of the partners, processes, technologies needed, and platforms to be used.
- Determine the desired **financing source**.
- Determine the desired **milestones** of the project.

## Next steps

- Define the **next steps** for the further development of the project after the lab.